

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: Herbert E. Meyer  
Vice Chairman, NIC  
7E62, Hqs.

EXTENSION

NO.

DATE

31 May 1983

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across columns after each comment.)

RECEIVED

FORWARDED

1.

DCI

31 May 1983

1 JUN 1983

Meeting with DCI on 1 June

1130 hrs

2.

→ VC/NIC (HM)

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UNCODED

31 May 1983

MEMORANDUM FOR: Director of Central Intelligence

FROM : Herbert E. Meyer  
Vice Chairman, NIC

SUBJECT : Intelligence, Planning, and Policy Formulation

1. For any large organization to be effective, three key functions -- intelligence, planning, and policy formulation -- must all be wired together. Just as in any piece of electronics, if any one of the circuits is improperly connected, the entire system goes down.

2. During the Eisenhower years, the national security apparatus was wired together in a unique and highly effective fashion. The chief of the NSC staff met weekly with the planning components of the key departments and the policy-relevant representatives of the intelligence community. Among other activities, this group prepared the agenda papers for upcoming NSC meetings and looked into issues that preceding NSC meetings had cited as worthy of attention. Because of the role they played, members of these units carried weight within their own departments. Thus they were able to effectively tap into their respective bureaucracies as needed. In effect, the policy planning units and the intelligence community representatives, working under the chairmanship of the NSC staff director, formed the core of the NSC staff.

3. This structure began to break down with the advent of the Kennedy Administration. Each succeeding Administration has flailed around and finally developed its own approach. However, over the years the departmental policy-planning units -- and, to a lesser extent, the policy-relevant representatives of the intelligence community -- have become disconnected from their respective departments and from the policy-formulation function.

4. It will be fairly easy to connect the NIC with the various policy-planning units. The danger is that we will find ourselves plugged in to dead outlets. We must complete the circuit by somehow connecting up with NSC in a fashion less haphazard and ad hoc than now prevails.

5. As the NSC begins its reorganization effort, I sense the situation is somewhat fluid. We may have an opportunity now to establish a workable system -- an opportunity that won't be available once the NSC reorganization becomes set in concrete.

6. I offer these thoughts should you wish to raise the issue with Judge Clark.

  
Herbert E. Meyer